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Organizing and Operating

Co-operative Delivery System

E. W. BARNETT



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DETAILED
PLANS AND INSTRUCTIONS
For
Organizing and Operating
A
Co-operative Delivery System

by
E. W. BEIMFOHR
"



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141 South Fourth Street
SAN JOSE, CALIFORNIA

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CONTENTS

INTRODUCTION

FORMATION OF COMPANY

1. Organization
2. Capitalization
3. Stock Subscription
4. Appraisal of Equipment
5. Articles of Incorporation
6. By-Laws
7. Employment Contract for Drivers.

DELIVERY SCHEDULE

1. Method of Educating the Customer

MANAGER

1. His duties and qualifications

WORKING EQUIPMENT

1. Vehicles
2. Delivery Boxes
 - (a) Best kind to use
 - (b) Size
 - (c) Construction
 - (d) Number Required
3. Blank Forms
 - (a) Manifests
 - (b) C. O. D. Checks
 - (c) Credit Memos.
 - (d) Miscellaneous Goods Ticket
 - (e) Item Short Tag
 - (f) Substitution Tag
 - (g) Notice of Call
 - (h) Drivers' Cash Reports
 - (i) Drivers' Route Sheets
 - (j) Pick-Up, or Package Call Checks.

CENTRAL STATION

1. Purpose
2. Size
3. Interior Arrangement with Drawings

DELIVERY ROUTES OR DISTRICTS

1. Best method to obtain proper division of city.

CHARGES FOR DELIVERY SERVICE

1. Best Method

DETAILED INSTRUCTIONS

1. To Clerks and Merchants
2. To Drivers
3. To Manager

COLLECTION OF GOODS

1. Going Out
2. Returned
3. Produce Sent In

SYSTEMS INSTALLED BY THE AUTHOR AT

Aberdeen, Washington	Watsonville, California
Hoquim, Washington	Redwood City, California
Everett, Washington	San Jose, California
Bellingham, Washington	Coalinga, California
Seattle, (Ballard) Washington	Palo Alto, California

INTRODUCTION

The purpose of this work is to assist merchants in carrying into effect the recommendations of the Commercial Economy Board of the Council of National Defense in regard to Co-operative Delivery.

The government as an economic war measure, through the Council of National Defense, is recommending and urging the merchants of the country to adopt co-operative delivery. The fact that the government never recommends until it has first made a thorough investigation, should make its recommendation of Co-operative Delivery doubly convincing to those who would profit by adopting it. The Commercial Economy Board of the Council of National Defense has made a careful investigation of Co-operative Delivery and has recently issued bulletins setting forth its findings. These bulletins may be obtained from the government by addressing the Commercial Economy Board of the Council of National Defense, Washington, D. C. I submit herewith a few extracts from these bulletins:

"A study of Co-operative Delivery Systems undertaken several months ago by the Commercial Economy Board of the Council of National Defense has shown that such systems have commonly saved from 40% to 50% in investments and operating costs as compared with the individual systems replaced."

"The first results of the investigation covering Co-operative Systems in 47 cities and towns have just been made public by the Board. These cities and towns are located in 20 different states, and range in population from less than 1,000 to more than 200,000."

"In one city of 12,000 population 14 wagons were found to be doing the work which under the old system required 20. One grocer in a town of 4,000 had cut his delivery expenses from \$1,638 to \$806 a year. A merchant in another town reduced his delivery expense from \$675 to \$224 a month. Eleven stores in another place reported an annual saving of \$5,000. In one city 9 wagons replaced 17, and in another 11 men, 14 horses and one car replaced 21 men, 32 horses and 4 cars."

"The saving generally did not mean less service to the public. In a number of instances the service was actually increased."

"Several factors, the Board states, contribute to the savings which generally result from Co-operative Delivery. Depreciation charges on vehicles is greatly reduced, because instead of several wagons or trucks covering the same district, one does the work. In place of several complete equipments, one will do. Wagons are likely to go out more fully loaded. More deliveries are made per mile of driving. Several supervisors are replaced by one. A unified and more economical planning of routes is made possible."

"In the present emergency, the Co-operative Delivery System constitutes a definite opportunity for retail merchants to contribute to the effectiveness of the country in the war. The Board believes that in thousands of cities and towns in the United States merchants will unite to establish such systems once the facts are laid before them."

The author believes, as stated above, "that in thousands of cities and towns in the United States merchants will unite to establish such systems", provided that they are supplied with definite information just how to proceed to organize, how to arrange the interior of the Central Station, what blank forms to use, and how to properly manage the operation of the company. For the purpose of supplying this information, the writer has prepared this book. The plans submitted are the result of five years of actual active experience in installing and operating Co-operative Delivery Systems and should, therefore, be followed closely and no change attempted until actual experience proves any change to be practical and an improvement on those submitted.

E. W. BEIMFOHR,

Detailed Plans and Instructions for Organizing and Operating a Co- operative Delivery Company

FORMATION OF COMPANY

Organize the merchants interested into a company or corporation, by having each merchant subscribe for as many shares of stock as the value of his present delivery equipment plus the number of shares he may wish to pay for in cash.

Capitalize for an amount large enough to permit those owning delivery equipment to turn it in for stock in the company, and also to take some stock in cash. A capitalization of Ten Thousand Dollars will be sufficiently large for most cities. Do not capitalize for more than is necessary. Make par value of a share one dollar.

Appoint an impartial appraisal committee to set a value on the delivery equipment of each merchant co-operating. If a satisfactory value is reached, issue stock of the company to the merchant for the amount decided upon, taking a bill of sale for the equipment so purchased. Should it be impossible for the appraisal committee and merchant to reach a satisfactory valuation, then allow the merchant to keep the equipment and pay the appraised value of his equipment in cash for stock in the company.

It is desirable that the company should have some ready cash with which to pay initial expenses, so each member should subscribe for a few hundred shares of stock for cash.

The amount of cash required will depend upon the size of the company. Since delivery equipment is obtained by taking over that owned by the merchant, and is paid for by issuing stock in the company, a comparatively small amount of cash is necessary. Initial expenses, such as obtaining delivery boxes, the printing of schedule cards, blank forms, the preparation of the Central Station, will require some cash. All operating expenses can be met by collections from the merchants for delivery service. The amount collected should be sufficiently large to provide a sinking fund in addition to paying operating expenses.

Articles of Incorporation

of

KNOW ALL MEN BY THESE PRESENTS:

That we, the undersigned, all of whom are residents and citizens of the State of, have this day voluntarily associated ourselves together for the purpose of forming a corporation under the laws of the State of, and we do hereby form such Corporation,

AND WE DO HEREBY CERTIFY AS FOLLOWS

I.

That the name of said corporation shall be

II.

That the purposes for which said corporation is formed are:

1. To receive from, and deliver for Merchants and other Persons engaged in business in....., County of, State of, and other places in said County of, goods, wares and merchandise; to deliver goods, wares and merchandise to the persons designated by said Merchants, and other persons, at their places of residence, or business, or elsewhere.

2. To charge and collect for delivery service, such amounts of money as may be mutually agreed upon, or such sums of money as may be reasonably proper for such services.

3. To buy, sell, mortgage and exchange horses, motor vehicles, and other vehicles, and all kinds of personal property.

4. To buy, sell, lease and mortgage real estate.

5. To enter into, make, execute, deliver, receive, transfer and carry out Contracts of every kind and character with any person, firm or association, or with any public, private or municipal corporation.

III.

That the place where the principal business of said corporation is to be located is the City of....., County of....., State of.....

IV.

That the term for which said corporation is to exist is Fifty (50) Years from and after the date of its incorporation.

V.

That the numbers of Directors of said corporation shall be Five (5), and that the names and places of residence of the Directors who are appointed for the first year, and to serve until the election and qualification of their successors, are as follows, to wit:

Names	Places of Residence
-------	---------------------

VI

That the amount of the Capital Stock of said corporation isDollars, and the number of shares into which it is divided is of the par value of One (1) Dollar each.

VII.

That the amount of Capital Stock which has been actually subscribed is Shares, and the following are the names of the persons by whom it is subscribed:

Names	Number of Shares	Amount
-------	------------------	--------

IN WITNESS WHEREOF, we have hereunto set our hands and seals this day of,
A. D. 191.....

..... (Seal)

..... (Seal)

..... (Seal)

..... (Seal)

..... (Seal)

State of }
County of } ss.

On the day of, A. D.,
before me,, a Notary
Public in and for the County of.....,
State of, personally appeared
..... known to
me to be the persons whose names are subscribed to, and
who executed the within and foregoing instrument, and
they acknowledged to me that they executed the same.

IN WITNESS WHEREOF, I have hereunto set my
hand and affixed my Official Seal, at my office in said
County of....., the day and year
first above written.

.....
Notary Public in and for the County of.....,
State of California.

By-Laws

By-laws which can readily be adapted to the use of the company can be purchased at any book store.

DELIVERY SCHEDULE

As soon as the Articles of Incorporation have been signed and the organization is perfected, the stockholders should meet and decide upon a delivery schedule which will best meet the demands of the majority.

The government at this time is requesting the merchants of the country to make but one delivery per day to any one customer. This request should be complied with if possible. If all competing merchants join the co-operative delivery system it will be very easy to adopt the "one delivery a day" schedule. If this can be done, it will mean a large saving to the merchants as much less equipment and fewer men will be needed to operate the system. Under the one delivery a day schedule all equipment can be sent to a certain section of the town at 8 A. M. to another section at 10 A. M., to another at 2 P. M., to another at 4 P. M.

If, however, the co-operating merchants feel that they desire, for any reason, to give more service, they can arrange any schedule they see fit. In very small towns the following schedule will be found very satisfactory, especially if there are meat markets in the system: 8—9:30 and 10:45 A. M., 2 and 4 P. M., In larger cities 8 and 10 A. M., 2 and 4 P. M. will be best. Meat markets often require an early morning delivery for their hotel and restaurant trade. This can be made at 7:30 o'clock. This delivery should be made direct from the market to the hotel or restaurant and not brought to the Central Station.

EDUCATING THE CUSTOMER

As soon as the delivery schedule is decided upon, have cards printed, showing the hours at which the deliveries leave the stores. Make these cards small enough so that they will insert into an ordinary size envelope. Get up a short, courteous letter to the customer and mail this together with the schedule card a few days before beginning operations. This is very important.

MANAGER

Select a competent manager and give him unmolested control of the general management of the company. He must be prompt, decisive, firm, but fair with his men and the merchants. The success of the company will depend upon the manager's popularity with his crew and the merchants, and his close attention to exactness of detail.

WORKING EQUIPMENT

Vehicles

If any of the equipment turned in by the merchants for stock is not suitable for the uses of the company, it will be real economy to dispose of it and purchase other.

In selecting your vehicles, get large roomy beds but a light gear. Do not select a heavy car for light delivery work. The lightest well-built car capable of carrying an average load of 1,000 pounds is the best for the purpose. Delivery is a constant repetition of starting and stopping. It takes more gasoline, tires, and break-band lining to start and stop a heavy car than a light one. I have found the Ford car most economical in every respect for delivery purposes. A Ford chassis with the wheel base lengthened to 120 inches and a delivery bed built accordingly will make a most satisfactory truck for light delivery. Reinforce the rear spring by putting in an extra leaf or two. Great care should be exercised, however, not to overload a light car. If there is much heavy hauling to be done, it should be done with a car of sufficient capacity to carry the load. The light cars should be used for light delivery only.

BOXES

Folding Delivery Boxes

The delivery boxes best adapted for use in co-operative delivery are the folding delivery boxes which can be folded up flat when empty. (See Plates 3 and 4)

This effects a great saving of space in the stores and loading station and greater capacity of delivery wagons because the boxes ride securely when stacked. Drivers return with the wagons practically empty, permitting them to pick up goods without the necessity of unloading the empty boxes.

These boxes are manufactured by the Puffer Hubbard Mfg. Co. of Minneapolis, Minn., and are carried in stock for coast distribution by the Pacific Manifold Book Co., of Emeryville, California. They have an equip-



Plate 3

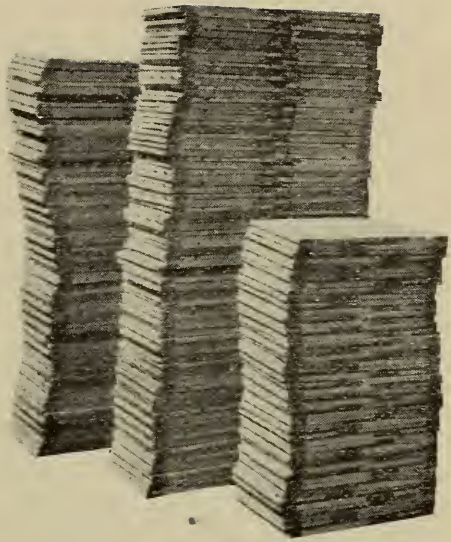


Plate 4

ment for branding the boxes with the name of the company, also for numbering the boxes so that they can be located on the wagon when delivering, by means of the number, which is placed on the sales slip or route list. In addition to the advantages in the saving of time and space, the unique construction of these boxes makes them especially durable and being made of slats they can be kept in repair by unskilled help at a very slight cost.

STATIONARY BOXES.

If for any reason the folding box is not obtainable, a very handy delivery box can be constructed at any planing mill or box factory. The toughest material obtainable should be used in the construction of these boxes, preferably cotton-wood, spruce, or sugar pine. Binding the ends with wire countersunk into the sides and bottom will prolong their usefulness many fold. Have small hand holes put through each end.

Make boxes according to the following dimensions:

Inside Measurements	Thickness of					
	Deep	Wide	Long	Sides	Bottoms	Ends
No. 1	11½ in.	x13	in.x20	in. ½ in.	½ in.	⅞ in.
No. 2	11	in.x11	in.x17½ in.	½ in.	½ in.	⅞ in.
No. 3	10	in.x 9	in.x15	in. ½ in.	½ in.	⅝ in.
No. 4	9	in.x 7¾ in.	x13	in. ⅜ in.	⅜ in.	⅝ in.
No. 5	7½ in.	x 6½ in.	x11½ in.	⅜ in.	⅜ in.	⅝ in.

You will note that these boxes will nest when empty

thus saving space in store and loading station. The boxes are made in five different sizes so as to accommodate a delivery of any size.

It is not necessary to have the same number of each size box made. In some cities the smaller box will be in greatest demand; in others the larger box will be used most.

Purchase twice as many boxes as the greatest number of orders sent out by all the merchants in the company. Number all boxes consecutively. In numbering, if you will use a certain series for a certain size of box, it will assist the driver to locate the box in his load. For example: Number your small boxes from 1 to 100, next size from 100 to 200, etc. Thus the series will indicate the size of the box.

Pick-Up Boxes

Take as many of the regular delivery boxes as may be necessary so that each store in the system may have several, and paint them some bright color—green, orange, or red. Distribute these among the stores. These are to be used by the stores when a pick-up is to be made out on the route. If the store wants the driver to stop at a certain address and pick up produce or return some article, the order is written on the "Pick-up" blank and dropped into this bright colored Pick-up box. This box goes out in the regular way to the Central Station where it is placed into the proper district where the pick-up is to be made. The box is loaded the same as an outgoing order. Its bright color is a constant reminder to the driver that a pick-up is to be made and the order tells him where and what to pick up.

Blank Forms

Manifests (Form No. 1.)

The manifest gives a complete record of all deliveries made. When properly filled out, it will give the name of the store sending out the goods, the date, the time the goods were sent, the numbers of the delivery boxes sent out, and miscellaneous goods, like brooms, cans, sack and case goods, etc., all such goods as cannot be put into the delivery boxes. The driver checks and signs the manifest. It thus becomes a receipt to the merchant for goods taken by the delivery company.

The manifest is made in duplicate, the delivery company taking the original and the merchant retaining the duplicate. The manifest should always be filled out by the clerk or merchant so as to avoid error. It should be ready for the driver so as not to delay him.

C. O. D. Checks (Form No. 2)

The C. O. D. Checks used by the merchant in tagging orders to be collected are made in duplicate, the second sheet being of tough material to tie to the package. These C. O. D. Checks should be printed in two colors, red and black; the red checks to be used on orders which must be paid for or returned; the black checks to be used on orders going to persons who are to be given an opportunity to pay, but which may be left and no further effort made by the driver to collect if payment is not made.

The original C. O. D. Check should be retained by the merchant until the collection is turned in to him. When the cash is turned in to him the check is destroyed or filed.

The duplicate C. O. D. Check which is attached to the goods is returned by the driver, with money if paid, with the proper notation if not paid, but always to be returned to the manager of the delivery company.

Credit Memos (Form No. 3)

When a customer pays the driver for an account on which no C. O. D. Check has been placed by the store, a Credit Memo is issued from the Credit Memo Book. These memos should be printed in triplicate so that the driver can give the customer the original, turn in the duplicate with the money to the manager and retain the triplicate in his book for reference and protection.

All collections must be turned in to the manager of the delivery company.

Miscellaneous Goods Ticket (Form No. 4)

This form is made in duplicate and is to be used by the stores in listing all heavy or miscellaneous articles like brooms, oil-cans, sack goods, etc., in fact all articles that cannot be put into the delivery boxes. The original ticket is pinned or stapled to the sales tag on which the order is written while the duplicate is used by the merchants for checking their deliveries and warehouse stock.

The object of the Miscellaneous Goods Ticket is to call the driver's attention to such articles as are not in the delivery box with the rest of the order. Without this ticket, the driver is very apt to deliver the goods in the box and forget the miscellaneous articles until later, which will necessitate his driving back again to make the delivery.

Item Short Tag (Form No. 5)

This tag is made in triplicate and is to be used by the store to notify the customer of any items called for on the order which cannot be sent because the store does not have them in stock at the time of delivery. One copy is to be pinned or stapled to the order and saves all argument between the driver and customer about shortage on the order. The other two copies are retained by the store, one being sent out with the goods which were short in the place of a new sales slip, while the third copy acts as a credit memo in case the short items cannot be delivered at all.

Substitution Tag (Form No. 6)

This tag is used by the store to list such articles as are substituted for others called for in the order. To illustrate: A customer orders Heinz Baked Beans. The Store, being out of that brand, substitutes another brand. The substitution should be noted on the substitution tag and pinned or stapled to the order. This explains to the customer the reason for the substitution, and if not satisfactory the article may be returned without argument with the driver.

Notice of Call (Form No. 7)

This notice is used by the drivers of the delivery com-

pany and are left under the door when a call is made with a C. O. D. order and the customer is not home to receive and pay for the order.

Driver's Cash Reports (Form No. 8)

These forms are used by the drivers in making out reports of collections and are turned in to the manager with the money collected. They should be kept on file for future reference and protection to the driver. All C. O. D.'s should be listed by number whether paid or unpaid and a complete record kept of all C. O. D.'s sent out, the driver being held responsible for all C. O. D.'s sent out on his route.

Driver's Route Sheet (Form No. 9)

It is desirable that the driver should make a list of the deliveries he is to make. This list is made out while loading preferably in duplicate, so that the driver may take one on his route, the carbon copy being kept in the office by the manager. This route sheet makes each driver responsible for goods taken out by him and also gives the manager a record of the number of orders taken out by each driver. By listing the number of orders taken out by each driver each day, it is easy to see what driver is handling the most orders and will assist the manager in equalizing the work among his men.

Pick-Up, or Package Call Checks (Form No. 10)

This form is used as a notification to the driver to call for or pick up any items which it may be necessary to return to the store for credit. Drivers should not be permitted to accept goods for return without a notification of this kind. This will prevent abuse of the return goods privilege and at the same time provide a system to insure the proper entries after goods arrive at the store.

It is made in triplicate. One copy remains in the store as a check upon the calls. One copy is left with the customer as a receipt for the goods. The third copy, which should be printed on tough material, is attached to the package by the driver.

The blank forms mentioned are manufactured by the Pacific Manifold Book Co., Emeryville, California. This firm carries forms No. 4, 5, 6, & 10 in stock, and will make up within a reasonable time any order submitted.

For the convenience of Co-operative Systems, and in order to overcome any delay in obtaining supplies, all

blank forms will be carried in stock by the author, thus shipment can be made promptly. Address, E. W. Beimfohr, Shipping Dept., 141 So. 4th Street, San Jose, California.

Judgment should be used in ordering these blank forms. A comparatively small amount will be necessary of Forms Nos. 3, 4, 5, 6, 7, and 10, while Forms Nos. 1, 2, 8, and 9 are used daily and a liberal supply may be ordered.

If all stores in the system can agree to not have the drivers accept any collections of money or goods from customers, except on C. O. D. orders or Pick-up Slips, much trouble with collections will be eliminated. No matter how careful or honest a driver is he may at busy times forget to list a collection. The result may be a provoked customer when a bill reaches her for the account already paid or credit not given for items returned. On the C. O. D. collections it is impossible for the driver to forget, because the C. O. D. Check must be returned with the money.

There is a distinct advantage to the store in having the customer pay her account at the store instead of paying it to the driver. It brings the customer into the store, which gives the merchant an opportunity to get acquainted, to adjust any differences which may have arisen, and to sell more goods.

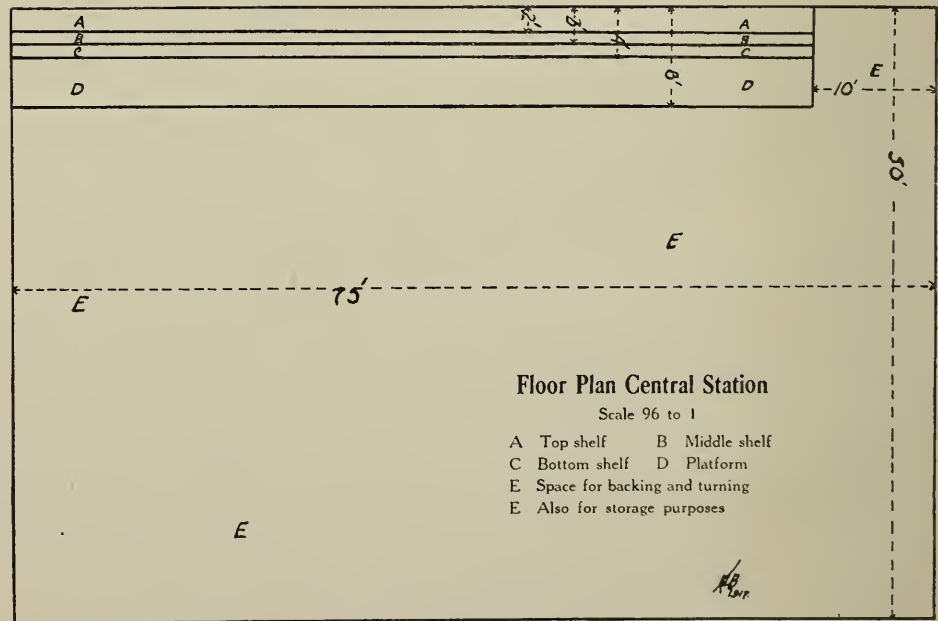


Plate 1

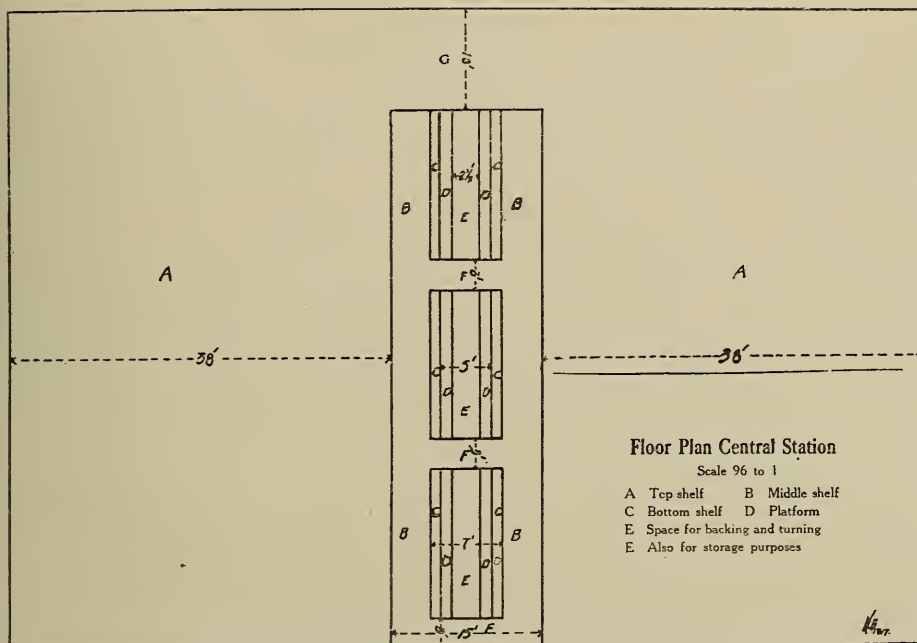


Plate 2

CENTRAL STATION

While companies in very small towns may be operated without a Central Station, yet it usually is economy and efficiency to have one. The purpose of the Central Station is to have a place where goods may be collected for proper distribution. It serves a purpose similar to that of the Post Office in the distribution of the mails.

The size of building required will depend upon the number of vehicles used by the company. It should be sufficiently large to allow plenty of room for the vehicles, loading platform and sorting shelves. (See diagram of platform and shelves).

Where eight or more delivery vehicles are used, it adds to the efficiency of the company to have the sorting shelves arranged as in Plate No. 11. This arrangement reduces the distance the boys must travel in sorting the orders. In a smaller company the arrangement shown in Plate No. 1 is sufficient, and less expensive of construction also requiring less floor space to accommodate the vehicles. Be sure to get a building large enough so that no time is lost by the drivers in getting into place at the sorting shelves.

There should be no partitions to divide the shelves into sections, as that would tend to obstruct the rapid

handling of the goods. With a paint brush draw a heavy line across the shelves, thus marking off the section intended for each wagon. Number these sections to correspond with the delivery districts, into which you have divided the city, as shown by a map hung in a convenient place.

DELIVERY DISTRICTS.

Get a map of your city sufficiently large to show the streets plainly. Tack this to a backing made of soft half-inch wood. Study carefully the distribution of the population, and arrange your districts so that every section of the city will receive about the same service, and each driver have the same amount of work to perform.

If you are to use some autos and some horse-drawn vehicles, assign the autos to the scattered, out-lying districts.

When you have decided where to place the boundaries of the delivery districts, place a tack at each corner of the district and run a string along the streets intended for boundaries. By using a string, you can change it at will without marring your map. When using a street as a boundary line, let that district include both sides of the street. This avoids the necessity of two wagons on the same street.

CHARGING THE MERCHANT FOR DELIVERY SERVICE

For the first month's operation of the company, charge the merchant an amount equal to his present delivery costs, or enough to meet operating expenses and depreciation. Very few merchants have a definite idea what that amount is. In arriving at this amount, all items which contribute to the expenses of delivery should be carefully figured. These are: Interest on original investment, depreciation, breakage and loss of goods, salaries, repairs, painting of equipment, insurance, licenses, all operating expenses, gasoline, tires, greases, oils, horse feed, shoeing, garage and stable rent, messenger service, etc.

After the company has been in operation a month, it will be in possession of the exact number of deliveries sent out by each firm, and an equitable basis of charges can be worked out. Some merchants will consider a charge based on the cost of delivery of each individual order (an order meaning a delivery of goods to any one address) as the most equitable method. There is this disadvantage

to this plan: The merchant having continually in mind that every order, even though it is a yeast cake or a loaf of bread, is costing him 6 cents, 8 cents, 10 cents, or whatever the rate happens to be, will be apt to lay aside the smaller orders for his boy to carry out after school, or may even send his clerk out on a bicycle to deliver them, thus leaving only the heavier and long distance orders for the delivery company. This is unfair and makes it impossible for the delivery company to depend upon the source of its income. The result will be that in a few months it will be necessary to raise the rate, which will work a hardship on the merchant who has been fair.

The best method is to fix a flat rate per month, based on the number of deliveries sent out by each store. (One hundred pounds or any fractional part thereof delivered to one address to constitute a delivery). Stores sending out the larger volume of business should have a rate, which if based on the individual delivery, would be less than the store sending out a lesser number of orders. It costs the delivery company less per order, to pick up one hundred orders at one store than to pick up the same number of orders at ten different stores.

It would be impossible to fix the rate to be charged in any city without knowing local conditions, but the following will serve to illustrate what the writer means by a flat rate based on the volume sent out. We will say that grocer A sends out between 1500 and 1600 orders monthly and you had found that 10 cents was the proper rate to charge him per order, strike an average and charge him for 1550 deliveries (1550 at 10 cents) or \$155.00 per month.

B sends out between 2500 and 2600 orders monthly. Charge him for 2550 orders at $9\frac{1}{2}$ cents, or \$242.25 per month. C sends out between 3000 and 3100 orders per month; charge him for 3050 orders at 9 cents per order, or \$274.50 per month. D sends out between 4700 and 4800; charge him for 4750 orders at 8 cents, or a flat rate per month of \$380.00. (The amounts used above have been chosen arbitrarily and are not to be taken as a standard. It may not cost 10 cents, 9 cents, etc., in some cities, and in others it will cost more. You must determine that after operating a month.)

You will see that by this plan it will do the merchant no good to deliver some of the goods himself as he is apt to be charged for them just the same, because an average is struck instead of charging him for each individual delivery; yet volume is the basis of the charge.

COLLECTION OF GOODS

Drivers should report at the stores to make the pick-up several minutes before the schedule so as to have everything loaded ready to leave precisely on time. Bring the goods to be delivered to the Central Station as promptly as possible. If a load is ready before the time schedule, take it to the Central Station and route it, then return for the remainder of the orders.

When goods are returned from the customer, she is given a credit, the duplicate is placed on the goods and the goods returned by the next pick-up wagon.

All containers sent out to be returned to the store, must be plainly marked with the store's name.

Should the merchant want a driver to pick up produce while out on his route, or return some article, he will write the order on a Pick-up, or Package Call Check and drop it into a "Pick-up Box" provided for that purpose. This written order is sent to the Central Station just the same as an out-going order. There it is turned over to the driver, who is to make the pick-up.

OPERATION OF COMPANY.

The operation of the company is, no doubt, already clear to the reader. It consists of the simple operation of the deliverymen calling at the co-operating stores, according to the schedule agreed upon, picking up all orders ready, checking and signing the manifest, and bringing the goods and the original of the manifest to the Central Station where the manifest is hung on a hook for the manager, and the goods are routed according to the delivery districts into which the orders are going. When all orders are routed, they are reloaded by the deliverymen so as to unload most conveniently on the route. Upon completing delivery, the men stop at the store nearest their delivery route and again pick up all orders ready for the next delivery.

If for any reason a driver is late in returning from his route, his pick-up should be made by one of the other men, so that the tardiness of one does not delay all others. In operating a large company, it is an excellent plan to give the foreman a very small route so that after completing his deliveries, he can at once begin making the pick-ups and thus avoid the possibility of having to wait for some driver who may be late. The object should be to always operate the wagons promptly on schedule time.

If the company is being operated without a Central

Station. the goods are routed by the clerks at the time the orders are put up. A place is arranged at the rear of the store where the goods are placed according to the routes into which they are to go. Each driver calls at each store, picks up the goods going into his district and delivers directly to the customer.

PRIVATE OWNERSHIP OF THE DELIVERY SYSTEM.

In some cities where the feeling among the merchants is not conducive to the fostering of a co-operative spirit, it may be advisable to have some private individual or firm not connected in any way with the merchants, own and operate the delivery system. This has been done very successfully in many cities. Garage and transfer men have found it profitable to operate a delivery system in connection with their business.

The operation of the company, under private ownership, is just the same as outlined above for the co-operative plan. It, however, eliminates the necessity of the merchants incorporating and employing a manager.

The equipment may be bought outright by the person owning the delivery system, or may be disposed of elsewhere by the merchant.

Instructions

To Clerks and Merchants

Stamp your firm name on all C. O. D's. Put a red C. O. D. on orders which you want collected or returned. Put a black C. O. D. on orders going to customers whose credit is good but who are to be given an opportunity to pay the driver. Fill out C. O. D. carefully and fasten to order. Keep the original until collection is reported.

Place no C. O. D. on a regular charge account. Send out your regular sales tag same as heretofore. Always put number of box on the sales tag. Then if lost off it can be traced easily to the box containing the order.

Put Street Address on Each Order. If residence has no address, give explanation such as will assist the driver in locating it.

Put Only One Order in a Box. Use size of box best suited to size of order. Do not heap the boxes. If necessary use two boxes. If heaped, goods may be crushed.

Containers belonging to the Stores and to be returned after delivery is made, must be marked with the store's name.

Deliveries That Cannot Be Put Into a Box must be tagged with the customer's name and address. Also listed on a Miscellaneous Goods tag and this tag stapled or pinned to the sales tag.

The Manifest Is Your Receipt and Should Be Filled Out Carefully. Do not expect the Driver to Do It. He may not have time. If a customer calls up and asks whether her goods are on the way, glance over the manifest. If through your negligence you have not filled her order, do not blame the delivery company. It will create the wrong feeling against the company will do you no good.

Do Not Leave Work for Drivers to Do. They may not return in time. They will assist you if they have spare time, but do not depend on it.

After Putting Up Orders, Put Them in the Most Convenient Place for Loading. If the driver is late, help him load and get away.

Do Not Hold the Drivers After the Time Scheduled to Leave. It will get both you and him into trouble with the manager.

Watch Your Orders. Send out only those that should go. It will help to get those that should go to the customer in shorter time. If goods leave your store they will be delivered on that delivery, unless out of bounds of that delivery. By a little help from you, the company can best serve all.

Do not hesitate to notify the manager of any complaint.

Instructions to Drivers

Avoid Mistakes. One mistake can mar a month's good service. Work quickly but carefully.

Be Courteous to Every One and Show Favoritism to no One. Remember you are working for the Delivery Company and not for any one store in particular. Always be courteous to both customer and merchant no matter how you may feel; then if you have a grievance, take it up with the manager.

"A Silent Tongue Shows a Wise Head". Use your head all the time and your tongue as little as possible. See, hear, and TELL nothing about any firm's business. This rule must be enforced.

If an Order is Tagged With a Red C. O. D. it Means that the Order is to be Collected for or the Goods Returned. When tagged with a BLACK C. O. D., ask the customer whether she wants to pay. If she offers any excuse, leave the goods, mark the excuse given on the C. O. D. tag and turn it in to the manager. When a customer pays an account on which there is no C. O. D., or if she returns goods, jug, crate, bottle, or any thing for which she has been charged, give her a credit memo from your book. This credit will be made out in triplicate. Give the customer the one printed "Customer's Copy", turn in the "Office Copy" with the money or the goods, and keep the triplicate in your book for reference. Always make a record of your collections before receipting the customer's bill. This will prevent you from forgetting where you got

the money. When an order is tagged with a C. O. D. tag, you do not have to make a record of your collection. Simply put the money and the C. O. D. tag in your pocket. Turn in all collections to manager—not to the merchant. Always receipt the customer's bill.

If you break down on your route and it will require some time to get in or if you need help, get in touch with the manager as quickly as possible. If you will be late in returning from your route, call the manager by phone, if convenient, so that he can arrange to have some one make your pick-up.

Watch your equipment closely. Careful driving, proper care, and a liberal use of oil, will save money and trouble.

Kindly avoid all unnecessary talking and "joshing" while at work. There will be time for that when we are through. Smoking is often very objectionable to both customer and merchant, so please refrain from smoking while delivering or making your pick-up.

A helpful spirit among the crew will make things go smoothly. Don't be afraid to help the other fellow when his route is heavy. He is expected to help you under similar conditions. By working together all will get through in time and the customers and merchants will get the best service.

Exercise great care with your collections and cash. Make out your cash report carefully and if over on your cash, report it to the manager and note it on the report, then claims from customers can be traced to your surplus as shown by your report.

Instructions to Manager

1. When starting a Delivery System, select your crew from the men already in the service. Never employ a stranger who does not know the town.

2. After selecting your crew, get a map of the city and discuss with them the best division for delivery districts. They are over the ground daily and can give you valuable suggestions.

3. When the delivery routes have been fixed, and numbered, drill your crew by calling addresses from a directory and asking for the numbers of the district in which the address is located. If in a large city, write addresses on slips of paper and drop these into boxes. Then have the deliverymen route the boxes as they would if filled with an order going to that address.

4. Insist on promptness. A deliveryman should be on hand in time in the morning in order that he may give his car proper attention. He should leave the store promptly on schedule time. Unless you are firm on this point, you will soon be in trouble.

5. See that drivers give proper attention to their car. Care will save garage bills.

6. List the manifests every evening and see that none are missing. For this purpose get a book ruled with enough columns to the page so that every store in the delivery system can have a column. Head the columns with the names of the firms you are delivering for and list the deliveries each day under these headings. This will give you a complete record of the number of deliveries sent out from each store.

7. Keep a separate expense record of each car. It will show you the weak spots in both drivers and equipment.

8. Keep a mileage record of each tire. It will enable you to buy to the best advantage. Have a speedometer on each car and record mileage at least monthly. Keep a record of gallons of gasoline used. If you are not getting the mileage out of a gallon that you should, examine the car and watch your driver.

9. Correct all errors and complaints promptly.

10. Watch and attend to every detail closely. The success of your delivery system will depend on it.

11. Report collections made by drivers early each morning to the merchants. The bookkeeper, or cashier of the various stores usually likes to get collections of the previous day checked up early in the day. Make this report in duplicate and retain copy for reference. Report all C. O. D.'s by number whether paid or not.

12. Insist on accuracy, courtesy, promptness and fairness.

Tires

Keep your tires properly inflated.

Stop when you get a puncture. The best way of ruining a tire is to run it flat.

Start and stop your car gently. Every time you let the clutch go with a bang and the car jumps forward like a scared rabbit, you tear fifty cents' worth of rubber off of the rear tires. Every time you drive up to your stop at twenty miles an hour and jam on your brakes and lock the wheels, you scrape off another fifty cents' worth of rubber. These things not only damage the rubber, but injure the inner fabric.

Keep your brakes properly adjusted. Brakes on the rear wheels should be adjusted so that the tension is the same for each wheel.

Keep your wheels in proper alignment.

Lubricate your springs frequently.

Drive slowly around corners.

Find out full extent of tire injuries. When you hit a stone, car track, grade crossing or some other protrubance with unusual force, the chances are one or more of your tires will be severely bruised. At the earliest opportunity take off and examine the fabric on the inside. Quite often tire bruises are scarcely visible on the outside, while inside the fabric may be badly torn.

Use care when backing or approaching curbs.

Pick your roads whenever you can. Slow down over the rough spots. Keep your eyes open and avoid hitting stones, etc.

Carry spare tubes in a clean box with a little French chalk.

A tire should carry twenty pounds of pressure to the inch. Eighty pounds pressure for a four inch tire, sixty pounds for a three inch tire. **Keep the pressure up.**

Employment Contract

....., 191.....
I hereby make application for employment with the
..... Delivery Company with a full
and complete understanding that if employed I am to ob-
serve and abide by the following conditions:

That the company shall retain \$25.00 of my salary as
a bond for the proper performance of my duties while
employed by the company.

That pay days are to be on the.....
days of each month.

That in the event I desire to quit the employ of the
company, I agree to give it two weeks' notice of such in-
tention.

That I am to be held responsible for all cash collected
and goods entrusted to me, and will pay in full for all
goods lost, damaged, and broken, due to carelessness on
my part.

That I am to keep on hand the full amount of change
given me by the company, and keep it in small coin con-
venient for use in making change.

That I will give my outfit all necessary attention in
so far as time will permit, and in every way work for the
best interests of the company.

In case of discharge for any reason, the bond shall be
held by the company until accounts and collections can be
checked up.

....., Street.....

Signature

Phone Age.....

Reference
.....
.....

We hereby employ..... at a
salary ofper month, subject to the above
named conditions.

Date The.....Delivery Co.

By.....
.....
.....

I hereby accept employment with the.....
Delivery Co., at the above named salary, subject to all the
conditions above written.

Date.....

Signature

A GREASE AND OIL SCHEDULE TO KEEP YOUR CAR YOUNG

Spare the oil, and you will spoil your car. Always use good oil and plenty of it. Do the following:

EVERY DAY

Part	Quantity	Lubricant
Grease cups on springs.....	two turns	cup grease
or if oil cups	fill	cyl. oil
Spring shackles.....	few drops	
Steering knuckles and tie rods.....	two turns	cup grease
" column	two turns	cup grease
Crank case, to oil level.....	add as needed	cyl. oil

EVERY WEEK

Distributor shaft oil hole.....	few drops	cyl. oil
Distributor shaft grease cups	one turn	cup grease
Rear wheel hub oil holes	few drops	cyl. oil
Brake and clutch pedal hubs	few drops	cyl. oil
Brake rocker shaft bearing	few drops	cyl. oil
Front engine support	two turns	cup grease
Upper steering column	few drops	cyl. oil
Gear shift lever ball socket	few drops	cyl. oil
Clutch release yoke bearing	few drops	cyl. oil
Starting gear screw shaft	few drops	cyl. oil
Speedometer swivel	two turns	cup grease

EVERY MONTH

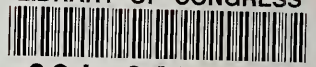
Universals	pack cases	cup grease
Drain crank case oil and flush		
with kerosene	refill	cyl. oil
Front wheel bearings	pack hubs	cup grease
Rear wheel bearings	pack hubs	cup grease
Spring leaves		graphite
Speedometer shaft	few drops	cyl. oil
Starter and generator oil holes	few drops	machine oil
Steering reach rod	pack ends	cup grease

EVERY THREE MONTHS

Drain transmission and flush		
with kerosene	refill	heavy oil
Drain rear axle housing and		
flush with kerosene and	cyl. oil	heavy oil

These instructions need slight variations in detail to fit various makes of cars. But in principle they may be applied to all.

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